

**SPRING MEETING OF THE EEFC BOARD OF DIRECTORS**

**MARCH 26-28, 2009**

**BERKELEY, CA**

**Thursday, March 26**

Arrivals, dinner, socialization...

EEFC Ice Cream Marketing Brain storm...

**Friday, March 27**

Present MS (Michael Sensor), RM (Rachel MacFarlane) , DT (Demetri Tashie), RH (Riccardo Heald), LM (Linnea Mandell), DA (Dan Auvil), DC (Denys Carrillo), BM (Brenna MacCrimmon).

**Meeting called to order by MS @ 9:50**

**Overview of consensus...**

**we can disagree without being disagreeable**

## **I. Committee Reports & Discussions**

### **A. Program**

1. Brief report on where we are with expenses.
  2. Rundown on how close we are to completing the slates.
- Brief overview of how the committee gets the slates in place.

Report by RM

Dan raises issue of earlier brochure posting –

Pro's and Con's of early "swiss cheese" brochure –

RM prefers not to have staggered registration. Problem of "lottery" deadline.

As we currently don't have a problem filling the camp, dates are published well in advance that anyone can block out time and make arrangements no real need to change this formula.

Program committee can always be consulted. All inquiries should be directed to Denys (chair)

## **B. Finance**

~~00~~. Treasurer's Report

By DA

~~00~~. Status of online membership project

Site works but some question of confirmation email contains confidential information so still needs tweaking. This is only for registration at this point.

3. Banking decisions – change bank from Chase/WaMu?

What to do with money?

Philosophical issue of investing with Banks.

?? Small local Bank?? – less in interest but better customer service, ethical benefits. Suggested by Nancy Klein. FDIC insured of course. Local branch that Rachel can deal with directly.

Can this bank handle small merchant accounts? (asked my DT)

LM: stay out of money market, stay with CDs or savings accounts.

Move chequing and savings to new institution wait for CDs to mature then move them.

--> Board has consensus to explore private bank.

--> DA & RM to start with Mechanics.

--> Top priority to move accessible cash to savings for security.

☞ Investment decisions - how to invest surplus from FY2008

### **C. Membership**

☞ Review status of FY2009 campaign

by LM

Sent emails to all potential groups.

Group membership campaigns

Benefits

Chubritza

Balkan Shout out

2009 member logo for social network sites.

(re:John Morovich – ideas vs implementing)

-->publicize successful fundraising events.

--> in community scholarships – San Jose example.

--> templates and tips for successful events on the eefc page. to be created by LM

idea of event appropriate to the community.

00. When can online membership system go live?

00. Discuss efforts which can be done to boost membership enrollment this year.

00. Discuss membership retention – how can we get more people to stay as repeat members.

## 00. **Publicity**

1. Graphics: With Dan leaving the board in the fall, how do we maintain the quality of our graphics both paper and electronic? Do we hire Dan? If not, is there a current or future board member who can take this on? (Riccardo)

Dan would be willing to stay on but needs to be paid for his time.

Importance of keeping up the style that has been established.

Board has consensus to keep Dan on but we DO NEED to look at the costs of these duties just to be aware, Dan will provide proposal.

2.Social Networking: How do we approach social networking in theFacebook/EEFC context? (Riccardo)

-->Linnea will work with Yvonne on this – like publicizing Kef Times.

--> Yvonne is experienced ebay seller – this looks like a good fit!

She's making bumper stickers etc.

## E. Scholarship

1. Report on this year's progress so far.

☞.Some thoughts related to this process and especially with regards to students and young people. May tie in with some fundraising and/or underwriting etc. Make list of criteria for p&PS. Non functioning members need to be winnowed out now that we know the ebb and flow of the year. Scholarship pgm is good! Leveraging program to potential sponsors. Student scholarships--performing arts programs, etc. Need stream of young people. Think of in bigger terms. Dedicated student fund. Lots of response from teacher/staff letters to potential candidates this year. This is a strength of the organization. Funders for Scholarship program? Should we have targeted years? Dance, music? Don't know what candidate pool will be. Will help narrow down choices... But maybe not practical. Separate scholarships perhaps can be funded. Endowed chair idea. University model. Getting separate school fund is important pay for more people to get in from separate funds. Tuition must increase every year because of overhead, etc., but at the same time the school fund will

keep up. Now tuition doesn't cover everything. Scholarships good place for people to give donations! Want slots filled and paid for--but if we can increase tuition to pay for program and offer as many scholarships as possible, this is good. Off time: groups collecting scholarship money for EEFC to be administered by EEFC. Schol cte to publicize these kinds of options: specific fundraising for schols, etc. Cte to make recommendations for this kind of publicity (Action item). Smaller community drives for targeted schols: cte to put this idea out for it. Past scholarship success stories. Wish we had more funds to give!! **Make a challenge to collect a certain amt for an additional scholarship! Testimonials from past K scholars at camp...** (Brenna)

## **F. Youth Liaison**

~~00~~.Report on Lacey's and Miriam's visions for the position. (Brenna)

this might be best handled at camps on an as needs basis

acknowledge their contribution

## **II. Select Guests of Board**

~~00~~.Mendocino candidates: Joyce Clyde – consensus!!

~~00~~.Iro Springs candidates: Martie Ripson – consensus!!

--> Dan will notify

-->Demetri will approach Pete on liaison with ctmd potential

### **Approve new bylaws**

approved by consensus

--> where to store?

consensus.

secretary to sign.

### **IV. Status of Policies & Procedures Project**

A. Be sure Policies and Procedures and Committee responsibilities are current.

☞.Supply an electronic copy to Riccardo

--> All outstanding P & P's to be completed in the next couple of months.

### **Lunch Break**



## V. Archiving Project – Riccardo

### Virtual binders

- ◆◆. Are the virtual binders useful? Shall we continue them?
- ◆◆. What documents do we want to add to the virtual binders? What shall we remove? Do they need to be reorganized?

--> RH will continue with input from DC & MS

target time : Late April 2009

### EEFC History

- ◆◆. What shall we do with the 1987 Balkan Camp evening party tapes? Do we archive them in uncompressed format? Where do we keep them? Do they have historical value worth preserving?
- ◆◆. In general, are there any document, pictures, videos, objects, and ephemera related to the EEFC that we wish to conserve actively? e.g. recopy electronic media once a year, scan and print photos on archival acid free paper. If we do want to conserve things what is the criteria for selection? Over the long term not having a policy and procedure for this is equivalent to letting objects and files degrade.

no need to keep these cassettes

it is a big philosophical issue

we cannot hold this material – no board time, no money

if the community wants to do it – then the community can but

1–riccardo will contact emerson about their ultimate disposal

--- done---

2–we aren't the communities historians

3–we are under no obligation to accept material – they will be reviewed on a case by case basis.

--> dan & riccardo will work on new camp binders (dan – west, riccardo – east)

## **VI. On-line Music Fundraising Project – Demetri**

I will present (as close to) a working model of my proposal that we offers special weekly download of music and dance teaching videos.

Demetri walked us through some prototypes of the “ musical premium”.

Concerns & Issues – especially copyright

Mechanics and practicalities

Possibility of including dance instruction.

This could pay for itself, pay for the shopping cart, and possible generate income

-->MS to create boilerplate release form - 90 days

consensus to go forward!

## **VII. Risk Management issues**

### **A: Alcohol law research project - Michael**

Kafana staff need to be reminded of alcohol policy.

If you don't have a badge show an ID.

## **VIII. Checklist project**

### **A. Develop GM checklist re what to bring/use at camps**

## ◆◆. Develop Board member checklist for use at camps

-->RM to draft list, with help from Admin committee

## IX. Board of Directors Issues

1. Is our current Board of seven members sufficient to get the job of running EEFC done?

2. Are Board members currently overloaded?

3. Will our plates become fuller with an enhanced focus on development?

### B. Should the size of the Board of Directors be increased?

◆◆. Why or why not?

◆◆. What are the benefits and drawbacks of expansion?

◆◆. What are the benefits and drawbacks of NOT expanding?

### ◆◆. Re-staggering of Board terms

1. Board is presently structured so that two members (Dan and Linnea) are leaving in 2009, one member's term (Denys) expires in 2010, and four members' terms (Brenna, Demetri, Michael, and Riccardo) expire in 2012.

2. Having more than two Board members leave at any one time could lead to organizational instability

3. How do we avoid this problem in the future?

4. Are three-year terms actually realistic?

00. Does the process of allowing Board members to renew for less than a full three-year term lead to problems? Why or why not?

--> we can't lose 4 board members at once!!

--> harmonic board is very very important

--> increased size can become a huge logistical problem

bring in others to help up with projects

-> board to remain the same

-> staggering to be addressed as it comes along.

### Select new Board members

Linda Mucyn and Ann Norton

**Question:** Shall we invite any of the non-chosen candidates to join any committees due to their strengths?

Yes, Emerson especially.

## **Program:**

Review Riccardo's proposal to add some sort of instrument workshop to the EEFC programs. (Comment by RH: There are lots of other things to do and more than enough work already so this is low priority.)

does it fit into our mission? sort of

bigger problem is how to fit in an already tight schedule

possibility of offering something before camp.

could this be an auction item – group bid.

the benefit/houseconcert/workshop model

-->Riccardo to research 1-hour instrument maintenance based workshops as auction items.

**Dinner!**

**Prepared by the GUYS!!!!**

**Saturday, March 28**

## I. Strategic Planning

### A. Examine and revise EEFC 10-Year Strategic Plan drafted in 2006

1. What have we accomplished to date?

- ☐☐. Are any goals unrealistic or out of date?
- ☐☐. Should any goals be removed or revised?

Read vision: 4-points

Read mission:

how are these used.

documents go to outside funding sources- therefore we have to keep it up to date and make it reflect reality.

second document of completed tasks & report to community

--> [org history article/page on website](#) – publicity committee

--> MS to summarize new strategic plan, new spreadsheet, rest of board to double check

## **B. Threats to EEFC's continued existence and stability**

1. What issues currently threaten us?
2. Discuss why the EEFC has a problem NOW and begin to develop message to community (Dan)

## **C. Growth**

### **Some thoughts on growth and maturity:**

"We remain a young nation. But...the time has come to set aside childish things."

- Inaugural address of President Barack Obama, January 21, 2009

"Greatness is never a given. It must be earned."

- Ibid.



“Man’s maturity: to have regained the seriousness that he had as a child at play.”

– Friedrich Nietzsche, Beyond Good and Evil

🗨️. Discuss if we want the camps to grow in size or keep them at their current numbers. I believe that it is important to have a vision of where we want camp to be in size. Our vision could be to keep it exactly the same size, I just want to discuss this briefly (Riccardo)

RM: we have been at capacity at both camps

some ideas have been discussed to increase capacity but nothing has been deemed tenable.

how to respond to campers who ask why not go bigger?

## 2. Discuss organizational growth and maturity

### a. What does it mean to be a mature organization?

🗨️. What challenges face us as we enter our 31<sup>st</sup> year of existence?

🗨️.c. What are the hazards and benefits of financial and organizational growth?

–these kinds of steps do take time

–moving from something more ad hoc to something better defined

(from rinky-dinkdom to operational)

-we are taking the steps to ask the questions in order to set up the mechanism for growth

-31 years IS something

-we are a bi-coastal operation that has two events per year – this makes us unique (and is nothing to sneeze at)

What dangers do growth pose:

- stress to the infrastructure
- decisions can become weightier, more thought
- more responsibility for the treasurer's position
- don't internalize stress – we need to talk about what we find challenging. overwhelming etc, ask for support,
- we might need to change our financial systems, prepare for audits etc.
- organizational maturity needs internal candor
- this is all uncharted territory for us – we can learn, and develop by keeping communication open

## **II. Development**

### **Some thoughts on money:**

“Wealth, like happiness, is never attained when sought after directly. It comes as a by-product of providing a useful service.”

– Henry Ford

“I've decided something: Commercial things really do stink. As soon as it becomes commercial for a mass market it really stinks.”

– Andy Warhol

**A. What do we hope to accomplish through an increased focus on development?**

**B. What are the benefits and hazards of an increased focus on development?**

**C. How can our current development program (Nest Egg) be revised or reworked to be more effective?**

1. Which committee is responsible for managing the program?

~~00~~.Should we outsource some of this work? (NOTE: See Director of Development discussion below.)

–some of this may be a work in a progress for Jay Samios

-->Nest Egg ask campaign

as a joint project w/jay , MS as point person

## **D. Discuss establishment of “endowed chair” program as suggested by Jerry Kisslinger at October 2008 meeting**

00. How much would it cost to subsidize one instructor for one camp?

00. What are the benefits and hazards of endowing chairs?

00. What people or organizations should be approached to endow chairs, and why?

we will need set out some sample budgets

has to be done without tying the hands of the program committee

we might need to think about contingencies

ie might not be every year, don't want specific teachers

--> list of endowment chairs possibilities

(wiki all of us)

--> conference call with Jay to discuss this

## **E. Grants**

1. What are our goals in seeking grants?

2. Can we even seek grants? Are we eligible?

3. What is/are our goals in doing so?

00. Are we going to change our programs/philosophy just to fit a grant? Should we?

00. 5. How should we seek grants? Should we outsource grant research? Is grant request writing becoming a specialized field? (NOTE: This may be accomplished through the Director of Development position to be discussed next)

#### **F. Proposal: Director of Development position**

1. Review proposal received from Jay Samios: Serve as Director of Development/development coordinator for one comped camp in FY2009 plus expenses with additional compensation (stipend plus camp comp) to be negotiated for FY2010

2. What are the benefits and hazards of creating such a position?

3. How will it be perceived by the community? How can we convey the message that this is not a full-time job so there's not a misperception that we don't really need the money?

#### **IV. Committee breakout sessions if needed**

#### **V. Wrap-Up**

A. Choose date and location for Fall 2009 Board meeting if possible (may be difficult to do without new Board members appointed)

B. Review and assign action items and set realistic timelines for completing same

C. Set dates and times for ongoing monthly conference calls

### **Dinner!**

What threatens us as an organization.

- ☹️. current economic situation
- ☹️. loss of a camp site
- ☹️. ever increasing tuition
- ☹️. litigation – liability insurance??

How can we protect ourselves?

- ☹️. healthy reserves – what number do we need
- ☹️. one-year's operating expenses plus small cushions: 500,000.

--we have one quarter of that....

We need to ask for:

- ☹️. protection against failure
- ☹️. to keep camp affordable

Tuition:

do we keep it low

do we let it "float"

priced according to other similar camps

we need to be mindful of what the market will bear.

Is what we offer so unique?

DT: do we need to set our break even point at a lower registration rate:

currently about 90% of full.

what are we really capable of?

Developing the Ask

LM: We may need to have several appeals

The three main ask angles

Threat

Trickle Down - how does EEFC enrich your life.

Legacy

What would a world without Balkan Camp be like??

Our community has some hidden resources (surprises!!).

Generous donations from both long time attendees & relative newbies.

### **Jay Samios proposal**

- **how much would we be expected to do.**
- **some concern that board can't take on anymore tasks**
  - **it is low risk for us – much lower than hiring an outsider**
  - **Rachel is willing to provide documents as requested**
  - **this is uncharted territory for us**
  - **we have to be committed to the concept**
  - **we can assess project on an ongoing basis ]**

We have consensus to offer Jay position of Development Consultant as a work exchange position. MS will contact her. – Contacted – she accepted. We will revisit at the Fall meeting.

Language:

we have to be cognizant of how we refer to our events  
camp vs workshop

“party” isn't conducive to suggesting an educational environment



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**THURSDAY, MARCH 26**

Arrivals, dinner, socialization, &c. No work tonight!

**FRIDAY, MARCH 27**

**Morning session: ~9:30 a.m. (Breakfast 9:00 a.m.)**

**I. Committee Reports & Discussions**

**A. Program**

- ◆◆. 1. Brief report on where we are with expenses.
- ◆◆. 2. Rundown on how close we are to completing the slates.
- ◆◆. 3. Brief overview of how the committee gets the slates in place.
- 1. 4. Review Riccardo's proposal to add some sort of instrument workshop to the EEFC programs. (Comment by RH: There are lots of other things to do and more than enough work already so this is low priority.)

**B. Finance**

- 1. Treasurer's Report
- 2. Status of online membership project
- 3. Banking decisions - change bank from Chase/WaMu?
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**C. Membership**

- 1. Review status of FY2009 campaign
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1. Graphics: With Dan leaving the board in the fall, how do we maintain the quality of our graphics both paper and electronic? Do we hire Dan? If not, is there a current or future board member who can take this on? (Riccardo)
2. Social Networking: How do we approach social networking in the Facebook/EEFC context? (Riccardo)

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1. Report on this year's progress so far.
2. Some thoughts related to this process and especially with regards to students and young people. May tie in with some fundraising and/or underwriting etc. (Brenna)

#### **F. Youth Liaison**

1. Report on Lacey's and Miriam's visions for the position. (Brenna)

### **II. Select Guests of Board**

**A. Mendocino candidates:** Joyce Clyde, Phaeton Sinis

**B. Iro Springs candidates:** Sarah Alden/Genevieve Leloup, Pete Rushefsky, Merita Halili, Ethel Raim, Zev Feldman, Trixie Magyar, Martie Ripson

### **III. Approve new bylaws**

#### **IV. Status of Policies & Procedures Project**

- A. Be sure Policies and Procedures and Committee responsibilities are current.
- B. Supply an electronic copy to Riccardo

**Morning Break (30 to 45 minutes)**

## **V. Archiving Project – Riccardo**

### **A. Virtual binders**

1. Are the virtual binders useful? Shall we continue them?
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### **Lunch & afternoon break (1 to 1 ½ hours)**

### **Afternoon Session: ~1:30 p.m.**

## **VII. Risk Management issues**

### **A. 2008 Harassment allegations**

1. Discuss lessons learned from investigating and responding to complaints from the two incidents at Mendocino in 2008.
2. How will this shape what we do in the future?

**B. Alcohol law research project – Michael**

**VIII. Checklist project**

**A. Develop GM checklist re what to bring/use at camps**

**B. Develop Board member checklist for use at camps**

**IX. Board of Directors Issues**

**A. Is our current Board of seven members sufficient to get the job of running EEFC done?**

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1. Why or why not?
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**C. Re-staggering of Board terms**

1. Board is presently structured so that two members (Dan and Linnea) are leaving in 2009, one member's term (Denys) expires in 2010, and four members' terms (Brenna, Demetri, Michael, and Riccardo) expire in 2012.
2. Having more than two Board members leave at any one time could lead to organizational instability
3. How do we avoid this problem in the future?
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5. Does the process of allowing Board members to renew for less than a full three-year term lead to problems? Why or why not?

**X. Board executive session**

**Dinner!**

**SATURDAY, MARCH 28**

**Morning session – 9:30 a.m. (Breakfast 9:00 a.m.)**

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**A. Examine and revise EEFC 10-Year Strategic Plan drafted in 2006**

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a. What does it mean to be a mature organization?

b. What challenges face us as we enter our 31<sup>st</sup> year of existence?

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plus expenses with additional compensation  
(stipend plus camp comp) to be negotiated for  
FY2010

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### **III. Select new Board members**

#### **East Coast candidates:**

Emerson Hawley (Rick); Linda Mucyn (Michael) Jennifer Jay Samios (self); Matt Smith (Rick); Miriam Zemel (Alan Zemel)

#### **West Coast candidates:**

Stefanie Anderson (Dan, Denys); Bill Cope (inknown); Polly Ferber (Linnea); Ann Norton (Linnea); Susan Reagel (Linnea)

**Question:** Shall we invite any of the non-chosen candidates to join any committees due to their strengths?

### **IV. Committee breakout sessions if needed**

### **V. Wrap-Up**

- A. Choose date and location for Fall 2009 Board meeting if possible (may be difficult to do without new Board members appointed)
- B. Review and assign action items and set realistic timelines for completing same
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